



MONTANA ARTS COUNCIL

## Montana Arts Council's Checklist for Program Reviews

### What Public Purpose is Being Addressed and What Makes it Important?

- ✓ What is the public purpose?

*This is addressed in the agency's Operating Blueprint*

1. Education and workforce development through the arts
2. Jobs and economic vibrancy through the arts
3. Public value of the arts to all Montanans

- ✓ What are the problems being addressed?

1. The gap left by a shortage of music and visual arts teachers in the state.

Montana Arts Council's arts education programs serve the following constituents in your areas:

Mr. Chairman and  
Sen. Jones  
Bynum School  
De LaSalle Blackfeet School,  
Browning  
Box Elder HS  
Dutton/Brady HS

Senator Barrett  
Dillon Public Library  
Madison Valley Friends of  
the Library in Ennis  
Sheridan HS  
Dillon HS

Senator Hawks  
In Bozeman:  
Anderson School  
Chief Joseph Middle School  
Hawthorne Elementary  
Whittier Elementary  
Longfellow School  
Sacajawea Middle School  
Bozeman High School  
Belgrade HS  
Manhattan HS

Sen. Hamlett  
Yikes! MAC could use some  
help being of service in your  
district!

Rep. Mehlhoff  
Boys and Girls Club: GF  
Morningside Elem  
Lincoln Elem  
Valley View Elem  
Sunnyside Elem

Rep. Osmundson  
Schools in:  
Denton  
Geyser  
Grass Range  
Hobson  
Lewistown  
Moore  
Roy  
Stanford  
Winifred  
Melville  
Geraldine  
Clyde Park

*These arts organizations provide arts education programming to your schools and constituents through MAC's Public Value Partnership funding:*

*Mr. Chairman and*

*Senator Jones*

*Fort Benton: Chouteau County Performing Arts Series*

*Havre: Northern Showcase Arts Series*

*Schools in Cut Bank, Fairfield, Shelby and Valier through  
Missoula Children's Theatre*

*Senator Barrett*

*Southwest Montana Arts Council, Dillon*

*Art Mobile of Montana, Dillon*

*Of special note: The Montana Arts Council was responsible for bringing Dillon to the attention of the world-renowned violinist Midori when she was looking to do a rural residency while coming to perform at the Great Falls Symphony. The residency she did with the Dillon Jr. Fiddlers, and the performance she did that evening in Dillon, presented a once-in-a-lifetime experience for the community and fiddlers of any age!*

*Senator Hawks*

*The Bozeman Symphony, Emerson Cultural Center, Equinox Theatre,*

*Intermountain Opera, Montana Ballet and Shakespeare in the Parks.*

*The Bozeman Symphony also has HS students performing with them.*

*Sen. Hamlett and Rep. Mehlhoff in the Great Falls/Cascade area*

*Missoula Children's Theatre tours to Great Falls, Cascade and Sand Coulee*

*Paris Gibson Square has multi-year partnerships to provide arts education programs for:*

*Lincoln, Loy, Meadow Lark and Morningside Elementary Schools  
North Middle School*

*The Great Falls Symphony has multi-year arts education partnerships with:*

*Riverview, Roosevelt and West Elementary Schools*

*The Great Falls Symphony also has HS students performing with them.*

*The resident string and wind quartets of the Great Falls Symphony tour annually to the schools in Cascade. The Great Falls Youth Orchestra also gives two concerts in Cascade annually. Usually workshops and school programs are part of the gig.*

*The Paris Gibson Square has a self-contained "travelling museum" on Native American Art with a CD and power point that the Cascade Schools use.*

*Rep. Osmundson*

*The Montana Performing Arts Consortium serves schools in the Hobson area through the Judith Arts Society in Hobson*

*Missoula Children's Theatre tours to Moore and Hobson.*

*Additional problems Montana Arts Council programs address:*

2. *Revenue Generation and Jobs*
3. *Workforce Development for Young and Old*
4. *Preventing Montana towns from looking like every other place*
5. *Isolation*

- ✓ Who is affected? *All Montanans*
- ✓ How are they affected? *Described above*
- ✓ Does the program or activity have public value or meet a public policy objective? *Yes*
- ✓ Is the public objective well defined? *Yes*
- ✓ Which expenditures, activities or programs provide the greatest comparative contribution to policy objectives? *They all do*
- ✓ What is the cost/benefit of particular expenditures, activities, or programs?  
*In 2009, our funding of \$1.8 million served 2 million people, for a cost/benefit of 92 cents/person. In 1999, our funding of \$1.5 million benefitted 1,4 million people, for a cost/benefit of \$1.08 per person.*
- ✓ Should this be the responsibility of state government? *Yes*

### **What is Authorized and How?**

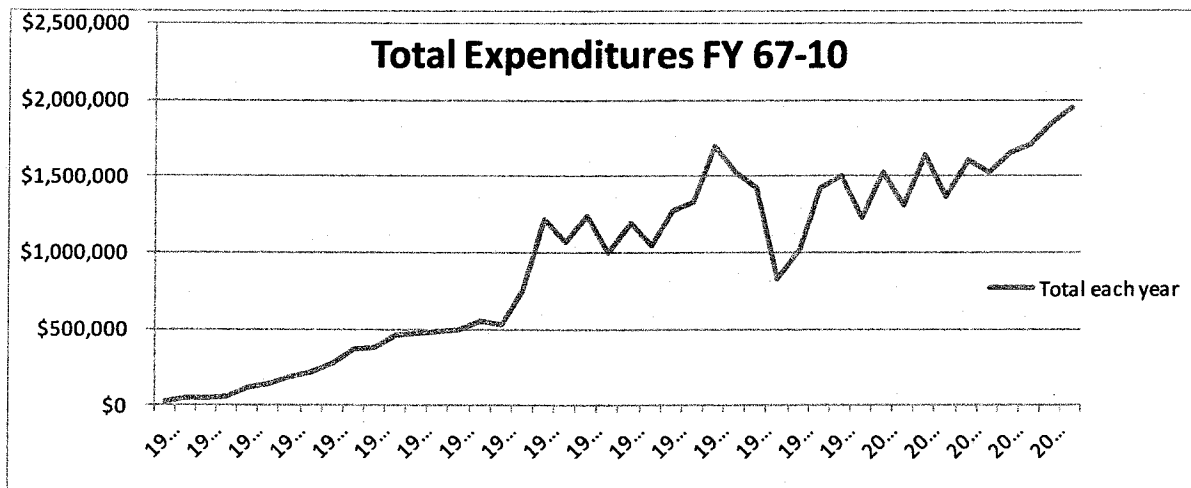
- ✓ Is this activity in accord with the mission of this agency? *Yes*
- ✓ Is this a mandated program (constitution, statute, or federal government)?  
*Yes, the arts council is mandated by state statute. The agency also outlines its plans to the National Endowment for the Arts and is expected to fulfill those plans.*
- ✓ Is this the appropriate agency to engage in this activity? *Yes*
- ✓ Are there policies established by law, regulation, or the constitution which govern how the program or service is to be delivered?  
*The arts council is overseen by the state legislature and follows policies set out on the federal level by the National Endowment for the Arts.*
- ✓ Are there activities that were never authorized, or do activities exceed what was authorized? *No*
- ✓ Is the program or activity consistent with current policies and goals? *Yes*

### **Who and How Many Are Served?**

- ✓ Is there a readily identified customer base? *Yes*
- ✓ Who are the customers?  
*Schools, home schools, community organizations, units of government, Montana citizens*
- ✓ How many customers are served and how has that changed over time?  
*Two million participants in MAC-funded programs in 2009 (not including Cultural Trust). Of that two million, 440,000 were children. This is a 30% increase in total number of participants compared to 1999, and a 48% increase in the number of children served.*
- ✓ Is receipt of service tied to income/higher income threshold? *Not applicable*

### **Efficiency...Is is a good Use of Resources?**

- ✓ What resources are required (staff, equipment, regional offices, automated systems, etc.) and do they already exist in the agency?  
*Regular office needs; 7 FTE (down from 11 FTE in 1997); customized database and electronic grant systems; arts expertise required of most staff.*
- ✓ How has spending changed over time? Are the reasons for changes apparent?



- ✓ Does spending match the budget; are there reversions? *Matches budget. No reversions.*
- ✓ How have services to the customer base changed?  
*Reduced program capacity due to personnel cuts in 1997 from 11 FTE to 7 FTE*  
*All grants now include "return on investment" reporting*  
*Programs eliminated if they took too much "staff capacity" vs. the "impact" they had for Montanans*  
*MAC's professional development program for non-profit arts organizations put on hold due to the 5% general fund cut*
- ✓ Are the services remaining within the authorized scope of the authorized program? *Yes*
- ✓ Has there been a funding change over time to GF from another source? *No*
- ✓ High cost of provision (with or without comparison to other program)? *No*  
*MAC always analyzes program costs. Weighs "capacity" vs. "impact."*

### **Effectiveness...Is It Working? We think so!**

- ✓ Are the needs being addressed by the program based upon reliable data? *Yes*  
*Twenty six sources of data used for current Operating Blueprint*  
*Statistical data and anecdotal data is gathered annually from grants*  
*There is a need for greater arts education funding due to demand from schools (this funding is fully expended well before the end of the fiscal year)*

- ✓ How have services to the customer base changed?  
*"Public Value" is integrated into all programs.*  
*Programs have been built for easy expansion without reinventing the wheel*  
*Folk arts program has a much stronger workforce and economic development focus*  
*Electronic services and grants now readily available*  
*Busier than ever!*
- ✓ If a new program, can success be measured? Yes

### **Outcomes...What are the Advantages of Doing This and The Consequences of Not Doing This?**

- ✓ What are the results or outcomes of the program?  
*Over-arching outcomes have been addressed today. Our annual work plan goes into great detail as to specific strategies and tactics, if you'd like to see it.*
  - ✓ Are definitions of success nebulous or difficult to measure?  
*No. Annual work plan is measurable.*
- Are there corollary impacts on other programs or services and to what extent?
- Cultural Trust. Note: Rep. McNutt is dealing with grant funding shortfall in HB9 so no action should be needed by this committee.*  
*Federal funding increase: The Montana Arts Council is ranked as one of the top arts councils in the country, and this increase is a reward to a job well done.*
- ✓ Is the program or activity subject to regular review?  
*Yes. Annual work plan is done each year and reviewed three times a year to make sure we're on track.*
  - ✓ What are the expenditure history and trends? *See prior page.*
  - ✓ What does performance measurement tell us?  
*Agency is on track.*  
*FY 10 annual work plan had 152 tactics. Only 19 not accomplished, and most of these were due to the need to restructure the workload to accommodate launching a new grant program for federal ARRA funding for arts jobs. The largest goal not achieved was due to the 5% general fund cut and the need to put a program on hold.*

### **Are There Less Expensive Alternatives to Providing this Program or Activity?**

- ✓ Is this function available from other governmental or nongovernmental activities? No
- ✓ Do other entities, public or private, carry out similar functions and already have the required resources in place? No
- ✓ Are there alternatives to funding the program? No
- ✓ Do service recipients have other options to get the service or one similar? No
- ✓ Is the state subsidizing what could or should be self-supporting/lower subsidy? No

- ✓ Are there IT options that can make the program or activity more efficient?  
*None that we can think of now. The agency has integrated electronic grants and new database systems, which are maximizing efficiency.*

***Priorities...Which Programs or Activities are the Most Productive and Useful?***

- ✓ *The agency has reduced itself to bare bones on the staff and administrative levels. All programs currently running are considered "core", after having eliminated at least half its programs over ten years ago.*

Additional testimony provided by:

Ruth Carlstrom, Fort Benton  
Rich Boyle, Simms  
Kathy Hampton, Melstone

Montana Arts Council staff at hearing:

Arni Fishbaugh, Executive Director  
Carleen Layne, Accountant  
Cindy Kittredge, Folk Arts Market Specialist  
Beck McLaughlin, Arts Ed and Web Services Director  
Kristin Han Burgoyne, Grants and Database Director

***"Industry is useless without culture."***

***Fort Benton Elementary School sign above the door to the industrial arts shop.***